

Operations & Process Improvement Operations Optimization

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Financial Workflow Optimization

Lean IT

Lean Transformation

Operations Optimization

The Challenge

In the current economic climate, operational leaders are pressed to improve operational capabilities while focusing on disciplined execution, speed and bottom-line financial impact. The ability to effectively plan for an uncertain future requires clarity about the current state of operational capabilities and the potential to prosper in the marketplace. The modern operations environment is a complicated mix of people, processes and technologies which leaders often believe meet high performance standards. And the modern operational leader has only to pull the right levers to maintain the high value of the outputs, while building an engaged workforce—all while continuously driving down costs. The question is: Which lever to pull?

With a multitude of potential areas on which to spend increasingly limited operational dollars, which areas of focus will maximize return on investment?

Our Services

Before operations leaders can make strategic decisions about which operational levers to pull, they need an objective snapshot of their current environment. Most companies view their core business functions through the traditional lens of functional siloes. This limited view only allows for optimization within a predefined space, missing the broader, systemic view of the entire business.

Point B's approach begins with this broader view in mind. We seek to understand how core business functions are performing against operational goals. We dive deep into the root cause of the issues that are driving up costs, lowering quality, or negatively affecting customer service.



We highlight the existing pain points that preclude a fully optimized flow and calculate their associated costs in dollars, time and capacity, providing our clients with the critical information they need to make the right investments. In order to influence real change, we take a systematic view and recommend targeted investments in areas that will move the right levers for the business.

Operations Optimization

The following examples of recent client work show how our optimization services are getting results for a diverse array of organizations:

Offices

Bay Area
Chicago
Dallas
Denver
Minneapolis-St. Paul
Phoenix
Portland
Seattle
Southern California

Finance Division/ Large County Agency – We led a Lean project focused on optimizing the reimbursement process—including invoicing, accounts payable, reconciliation/month-end close, and accounts receivable. The project reduced overall process time by 70 percent, process steps by 80 percent, and errors by 45 percent. More than 37 improvements were recommended as a result of this work, and our client was able to leverage project deliverables as input for a financial system selection.

Defense Research Organization – We led a project to improve the budgeting and reporting processes for a client with 2,200 employees and annual expenditures of \$320 million. We implemented simplified budgeting and a forecasting process that integrated strategy planning into the client's research program and its divisional budgets. The project's recommendations and improvement/savings targets were valued at about \$12 million per year. We also led the implementation of a new financial system to support new budgeting and reporting processes.

Engineering Firm – Point B managed the implementation of our client's new financial and project accounting system. The implementation included process mapping and streamlining, process design, software configuration, testing, training, and rollout for Payroll, HR, Accounts Payable, Accounts Receivable, Fixed Assets, and General Ledger.

Large Banking Organization – We led a Six Sigma project to streamline our client's expense reporting process, reconciliation, and month-end close. The project uncovered high-risk business practices around expense reporting which were immediately remediated. Reconciliation and month-end close timing was reduced by 67 percent through new efforts to increase accuracy.

Why Point B?

Point B brings together a high-caliber team of consultants with expertise in the full spectrum of process improvement philosophies, methodologies and tools; many of them are Lean Six Sigma master black belts and Lean Sensei. Their broad and deep experience enables us to bring the right expertise to each client's unique situation. They bring a wide array of business acumen, including finance, organization design, change management, engineering, and project management backgrounds. Our team members' collaborative approach to sharing their diverse education and practical experience on behalf of our clients adds tremendous value to operations across all industries.